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DD/S 68-5768

15 November 1968

MEMORANDUM FOR THE RECORD

SUBJECT: Proposal to Augment the Selection Standards for Career Trainees

REFERENCE: (a) Memo dtd 29 Oct 68 for DD/S fr DD/P, same subj  
(b) Memo dtd 19 July 68 for DD/S fr DD/P, same subj

1. I met with Mr. Karamessines to discuss the proposal set forth in the 19 July 1968 memorandum. I reviewed the proposal in detail and we agreed on the following factors:

a. For those applications received in response to DD/P criteria for Career Trainees, the applications together with the test results of phase 1 of PATB would be made available to the designated DD/P officer for initial review as to whether the DD/P does or does not have continuing interest in the subject. (It is presumed that this review would be accomplished by Messrs. [redacted] together with another DD/P officer assigned for this purpose.) The findings of this group would be made known to Mr. [redacted] Personnel, for follow-through action. The DD/P review would be limited to just the DD/P candidates and would not include the perusal of DD/S or DD/I applicant Career Trainee files as these have been recruited on the basis of specific requirements for those two Directorates.

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b. The DD/P would need a second review and determination at the time the applicant is brought to Washington Headquarters for testing purposes. During the course of this visit the DD/P team indicated in "a" above would interview the applicant for a further determination as to whether he meets DD/P requirements. The determination based upon PATB test results and other screening factors would be made known to Mr. [redacted]. It was explained

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at this point in the procedure that DD/P favorable determinations must obviously be in greater number than the 40 expected DD/P Career Trainees a year because attrition factors will reduce the number of available candidates for EOD. I cited a 4 to 1 ratio of initial interview and final EOD and at this stage of the processing the ratio would presumably be much lower.

c. DD/P will at the mid-point in training again evaluate their candidates the same as all candidates are evaluated.

d. A subsequent evaluation will take place at the end of their training period with additional evaluations after the candidate completes training and enters on duty in the DD/P.

e. I pointed out that the recruitment requirements of language, graduate degrees and emphasis on advance academic disciplines were much the same as DD/P had insisted upon prior to this memorandum. I pointed out also that only a certain percentage of candidates possess all of these requirements and that it is not possible in the competitive world of today to produce all candidates with all of these requirements. The DD/P acknowledged this situation and indicated we should seek to achieve the highest ratio possible.

25X1 2. I advised that Mr. [ ] had already had conversations with  
25X1 [ ] on this matter and that we were prepared to implement this  
25X1 immediately and give DD/P every assistance in this regard. Mr. Karamessines  
advised he would contact Mr. [ ] and ask him to pursue this matter  
and make arrangements in accordance with our discussion.

25X1 3. Subsequently, in a conversation with Mr. [ ] I was advised  
25X1 that Mr. [ ] had asked that members of his staff accompany the recruiters  
in the New York and New England area and to this Mr. [ ] had agreed.  
He agreed on the premise that he would inform DD/P of those places where  
they were actually seeking DD/P recruits but even if there were no such  
recruits on the docket they would be pleased to have the DD/P recruits present.

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end

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4. The above covers the principal points of the agreement and discussion. I communicated this immediately to Mr. [ ] who advised he would get in touch with Mr. [ ] DD/P.

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[ ]

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R. L. Bannerman  
Deputy Director  
for Support

DD/S:RLB:ksd

Distribution:

Orig - DD/S Subject w/Refs and background  
1 - DD/S Chrono

25X1

cc: DD/P (Attn: Mr. [ ]  
D/Pers  
DTR

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and make arrangements in accordance with our discussion.

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25X1 3. ~~Mr. Karamessines did not raise the point of DD/P officers~~  
25X1 ~~accompanying the recruiters in the course of recruitment.~~ Subsequently, *in a con-*  
~~I learned from Mr. [ ] however, that Mr. [ ] had asked that~~ *versation* 25X1  
~~members of his staff accompany the recruiters in the New York and New~~ *with him*  
25X1 ~~England area and to this Mr. [ ] had agreed. He agreed on the premise~~  
~~that he would inform DD/P of those places where they were actually seeking~~  
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~~would be pleased to have the DD/P recruits present.~~ *I was advised that*

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24 September 1968

Note for: Mr. Bannerman via ~~Mr. Coffey~~

STAT

Attached for your meeting with Mr. Karamessines are some of the memoranda we have accumulated concerning his proposal to augment the selection standards for Career Trainees destined for the Clandestine Services. I have the complete package, if you should want it or if you want to be briefed on it.

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STAT

8 August 1968

Note for Mr. [ ]:

n:

*IT via Mr. Coffey*

Attached is a proposal from the DD/P to augment the selection of CT's for the Clandestine Services. This was signed by Mr. Karamessines but it is not too clear concerning what the real concern is in this area. (Is the DD/P really disenchanted with the CT selection system or, since they will be getting only a few external CT's for the next year or so, do they want to raise the selection requirements?)

I have done some investigation into the IG Survey of the CT Program, but not knowing exactly what is behind the DD/P memo it is difficult to identify the problem in the findings of the survey.

After you have read this memo you may have additional guidance as to how you want this handled.

STAT

*It is still a good idea to try & find out what is really in mind. Even if this should be agreed, DDP should not be allowed to "damp" any CT they later decide they don't longer want. It might still be well to have a distributed look at the CT*



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21 OCT 1968

MEMORANDUM FOR: Deputy Director for Support

SUBJECT : Proposal to Augment the Selection Standards for Career Trainees

REFERENCE : DDP Memorandum on above subject dated 19 July 1968

Bob:

1. I don't want to add to your problems, but in reviewing with some of my associates what we can look forward to in the way of quality in our Career Trainees, now that they will be fewer, I was reminded of the memorandum of 19 July I sent to you through Jocko Richardson.

2. It would be very helpful to us if you could let me know what your thoughts are.

3. I have received a memorandum from Bob Wattles relating to one point in my memorandum and agreeing to our participating in the recruitment process from the start, although we have not yet had any invitation to participate. Maybe I'm being a little premature, but I would appreciate your advice.

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Thomas H. Karamessines  
Deputy Director for Plans

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FILE

31 AUG 1968

## MEMORANDUM FOR THE RECORD

SUBJECT : Proposal to Augment the Selection Standards for Career Trainees -  
19 Aug 1968, 1000 Hours

REFERENCE: Memo dtd 19 July 68 to DD/S fr DD/P, same subj (DD/S 68-3955) <sup>3995</sup>

PRESENT : Messrs Bannerman, Coffey, Richardson, Wattles, [ ] 25X1

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1. The purpose of the meeting was to discuss reference memorandum concerning augmenting the selection standards for Career Trainees going into the Clandestine Services. Mr. Richardson has submitted notes re his conversation with Mr. [ ] on this subject. Mr. [ ] gave a summary of a discussion he had with Mr. [ ] about a month ago concerning communications between the field recruiters and CT applicants. 25X1

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2. The memorandum from the DD/P appears to introduce only one new factor into the existing procedures for selecting CT candidates -- i.e., introducing CS participation in the initial selection. However, this approach has been tried in the past but discontinued by the CS. The memorandum also outlines higher requirements for graduate degrees in area studies and at least intermediate foreign language aptitude.

3. Mr. Bannerman stated that there appears to be two possible ways to enable the CS to participate in the initial selection procedures:

a. Replace the three CS officers [ ] 25X1

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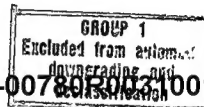
[ ] now on the CT Staff; or

b. Have designated CS officers interview the CT candidates, who appear to meet the CS qualification requirements, when the candidates are brought in for their first visit to Headquarters.

The pro's and con's were discussed of the CS's making determinations on the acceptability of candidates before the results of Phase II of the PATB are available or before they have the benefit of the information developed during the CT training program.

4. The requirements levied in the DD/P's memorandum appear unrealistic for CT's with Master degrees in certain area studies and with either usable language facility (intermediate or better) or high aptitude for language acquisition.

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SUBJECT: Proposal to Augment the Selection Standards for Career Trainees -  
19 Aug 1968

These requirements appear particularly unrealistic when compared with the characteristics being defined for the successful "Head Hunter." It was pointed out that normally only 7 per cent of all CT applicants rate in the highest category of language aptitude and approximately one-third of the Career Trainees have graduate degrees.

5. The problems were discussed associated with the internal applicants for the CT Program who do not meet the qualifications requirements. Mr. Bannerman expressed that there are other ways for such personnel to be trained for professional jobs as the standards of the CT Program must be upheld.

6. The meeting was concluded by Mr. Bannerman's deciding to talk with Mr. Karamessines on this issue. Prior to this meeting, Mr. Bannerman requested the following information:

a. From Mr. Richardson - a summary of the DD/P's reply to the CT Manpower Study.

b. From Mr. [ ] a summary of the language aptitudes of the 54 Career Trainees now ready for assignment in the CS.

DD/S 68-4311  
19 Aug. 68.  
25X9

c. From Mr. [ ] - an analysis of the survey of over [ ] employees in the CS for indications of selection and placement failures, and a summary of the input of Career Trainees into the CS for FY 67 and 68 and the projected FY 69 and 70 input.

DD/S 68-4318  
22 Aug 68.



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Special Assistant to the  
Deputy Director for Support

SA-DD/S:DBP:fav

Distribution:

- Orig - DD/S Subject
- 1 - DD/S Chrono
- 1 - DBP Chrono

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14 August 1968

00/568.4/73

## MEMORANDUM FOR THE RECORD

SUBJECT : CS Proposal Re Selection of CTs Destined for the CS

REFERENCE: Memo fr DTR, to DD/S, dtd 2 Aug 68, Subject: DDP's Proposal to Augment Selection Standards for CTs

1. Transmitted herewith is a copy of a memorandum entitled "Notes for Discussion with Mr. Richardson," dated 12 August 1968, prepared by [redacted] and given to me as a basis for our discussion of the same date. These "Notes for Discussion" help clarify DD/P's memorandum for the DD/S, transmitted by referent memorandum. Key words in the first paragraph of the "Notes" are "particularized selection of recruits," "New and stricter criteria," "relating specific Service requirements to the individuality of the persons selected to fulfill them."

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2. Re paragraph 2, the point that a minority of recruits have useable language at EOD or high language aptitude is accurate. This is simply a reflection of the educational environment in the U. S. with respect to language learning and is related to the fact that only a small percentage of people have high language aptitude (7% of overall Agency professional applicants). It is probably true that a minority of recruits have useful area knowledge. I'm not entirely clear on what [redacted] means by "useful vocational experience;" I have been impressed by the wide range of vocational experience characterizing most of our classes. In the final sentence of paragraph 2, the kicker is "high potential;" in any group only a small percentage rates at the top; the bulk of our recruits seem to be excellent and to have good potential. It is clear that the CS wants to increase the incidence of high potential.

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3. Paragraph 4 of the "Notes" is probably central where the memorandum points out that "the DDP must be in position to weigh the subjective factors through interview evaluations by his own staff."

25X1 4. [redacted] stated that the CS seeks the following:

a. During the processing of Agency CT applicants and prior to acceptance of those applicants probably destined for the CS, the CS will be afforded an opportunity to make the actual selection of CTs destined for the CS. The CS

does not expect to take its pick of all CT applicants. It will address itself to those CT applicants which have already been screened out by the field recruiters and by the CTP Staff as probably suited for the CS. After this pre-screening of CT candidates, the CS selection group would interview each applicant prior to his acceptance in the Program and decide whether to accept the applicant into the CS.

b. The CS group conducting this exercise would be a continuing body. [ ] thought this group might be composed of the members of his own Staff. The selection group would review all data available to the CTP Staff and would then conduct an interview of each candidate lasting up to an hour or more as the case might require.

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5. I mentioned the following factors as constituting possible difficulties: the inadequacies of the data base available for selection determination; the factors of applicant processing at Headquarters; the consideration that other Directorates might not be interested in applicants rejected by the CS; previous efforts which the CS had made along these lines and which had not proved successful. [ ] was of the opinion that none of these impediments needed to be over-riding.

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6. In conclusion, I told [ ] that I would review the factors involved and send on my opinions and recommendations to the DD/S. I have asked C/CTP to prepare a listing of the practical considerations involved and to provide me also with his reading on the short-term and long-range implications of the CS proposal. I will submit this with a statement of my personal views toward the end of this week.

[ ]

John Richardson  
Director of Training

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Att

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12 AUG 1968

Notes for Discussion with Mr. Richardson

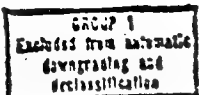
1. We are not putting into question the performance of the CT Program for the years preceding 1967. We believe it successfully met the problems of the times under criteria acceptable to the CS. Now the situation has changed. We are attempting to adjust to the change through a more particularized selection of recruits geared to the projected needs of the Service as we see them in the 1970's. New and stricter criteria are in order, relating specific Service requirements to the individuality of the persons selected to fulfill them.

2. We have completed our tentative and impressionistic evaluation of CTs graduating in 1967 and 1968. It points to the need for the change in criteria which we propose. Each has been interviewed and all training and other records examined. (Compiled data will show a minority of recruits with usable language or high capability for its acquisition and a minority with useful area knowledge or vocational experience. A limited number possess high potential for future success as CS operations officers.)

3. The CT classes examined by us constitute good raw material, but in the light of future conditions as we visualize them they do not bring sufficient with them by way of previously acquired qualifications. We refer specifically to high language ability and applicable area or vocational knowledge. Admittedly a third qualification, performance potential under field conditions, is a matter of subjective judgment with ultimate capability measurable only by actual field experience. Nevertheless, a preliminary judgment of future potential before EOD should be made by senior officers well experienced in CS operations, not against a stereotype but against the personality characteristics of each individual insofar as they are determinable. Conditions no longer permit the recruitment of groups of people against groups of positions. The CS recruitment problem no longer has the quantitative aspects which existed until the mid-sixties but rather is now primarily concerned with qualitative factors.

4. Recruiters can maintain a certain adherence to objective factors such as language capability and knowledge acquisition, but the DDP must be in position to weigh the subjective factors through interview evaluations by his own staff. Since the CT Program after EOD does not have the capability to take over entrants which the DDP might find unsuitable for service in the CS, it seems reasonable for the

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DDP to have access to recruits before they come on board. Admittedly the interposal of the necessary procedure to accomplish this will create some difficulties; but in the last analysis the excellence of the Service in future years will require accommodation, however difficult, to the measures which bear the best promise of bringing about that result.

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DTR-1431

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19 JUL 1968

Att 1

MEMORANDUM FOR: Deputy Director for Support

VIA: Director of Training

SUBJECT: Proposal to Augment the Selection  
Standards for CTs

REFERENCES: A. Memo for Executive Director-Comptroller  
from DDP, dated 28 Jan 1965, subject "JOT  
Input for the CS, FY 1966 and 1967".  
B. Memo for DDP from Executive Director-  
Comptroller, dated 15 Feb 1965, same  
subject as reference A.

1. Concurrence to the proposal presented in paragraph 4  
of this memorandum is requested.

2. From inter-staff discussions, it is our understanding  
that the field officers of the Recruitment Division in discus-  
sions with general CT applicants speak in broad terms and give  
no assurances as to assignments to particular directorates  
or deployments overseas or beginning salaries (only salary  
ranges). These questions as well as the evaluation of qualifi-  
cations, beyond the minimum required for initial consideration,  
are dealt with by the Washington Headquarters. This memorandum  
deals with this latter aspect of selection and sets forth the  
method whereby the CS intends to deal with its future profes-  
sional accessions, depending upon the experience gained in the  
near term.

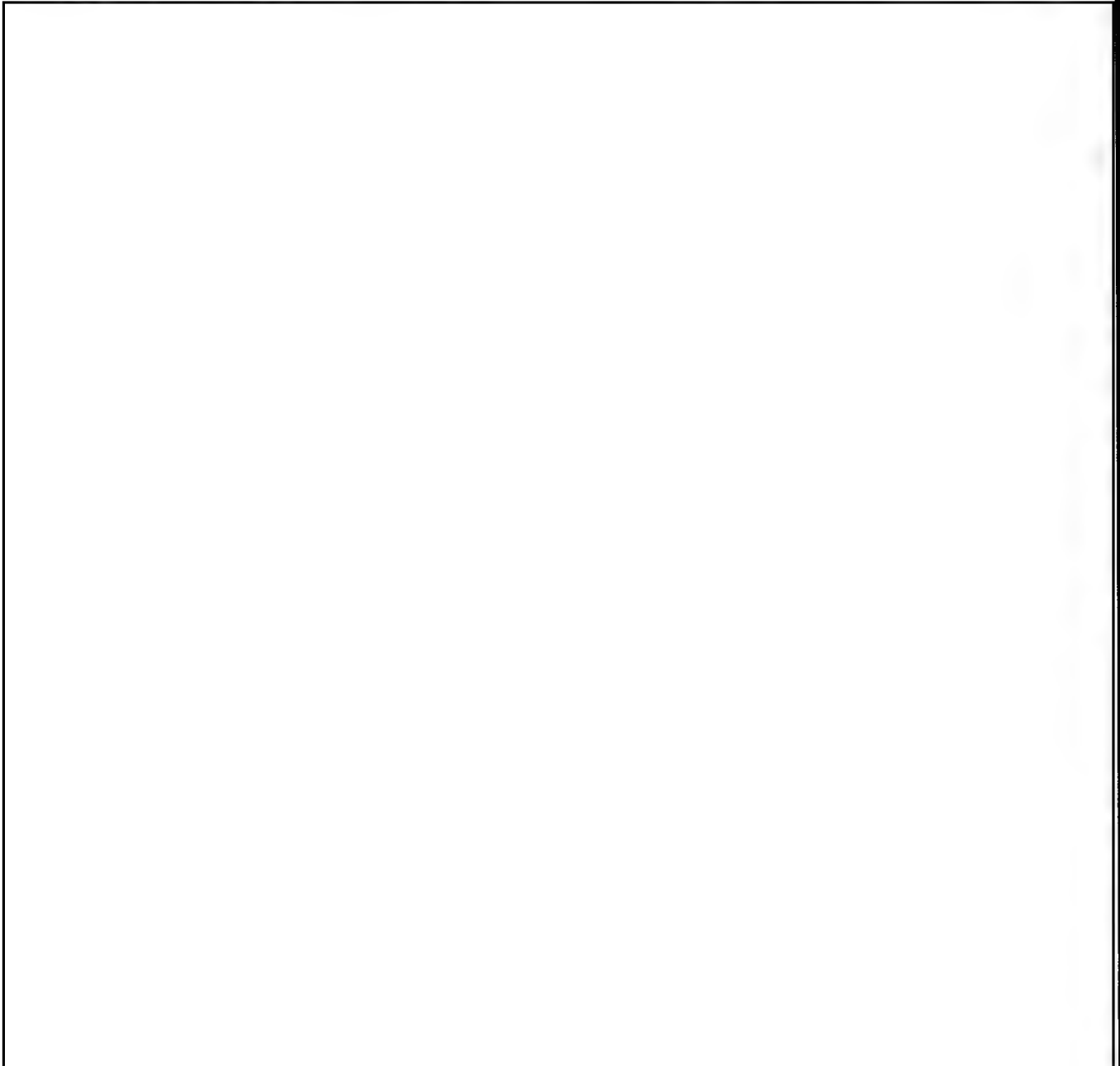
3. Under present circumstances, it does not appear that  
the CS will be under pressure for manpower accretion to fulfill  
input quotas in the definable future. We have an unusual  
opportunity, therefore, to accentuate the more discriminative  
selection factors in our recruitment of Junior Officers. That  
such a course is and has been desirable is well stated by one

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of our senior operating officials in the following summarial  
statement, reflecting essentially the view of the operating  
level of the CS as a whole: 25X1



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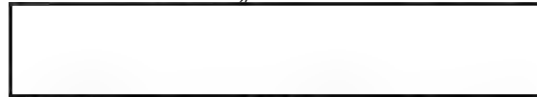
5. In 1965 the then DDP, Mr. Helms, made a proposal of this general nature in referent memorandum A which was not accepted by the then Executive Director-Comptroller, Mr. Kirkpatrick, (referent memorandum B), evidently because it was not deemed advisable at the time to accept the lower recruitment ratio that might stem from higher selective standards. The latter situation does not now apply in light of the fact that we now face a much more stringent restriction in our manpower accessions than was the case in 1965.

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6. We ask your concurrence to the proposal set forth above as a precedent step to working out an incisive procedure. We would then seek to institute this proposal in the first instance with respect to the applicants under consideration for the unfilled positions in those classes which will constitute the CT accretion for FY 1970 and 1971.



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Thomas H. Karamessines  
Deputy Director for Plans

CONCUR:

Director of Training

Deputy Director for Support

cc: DTR

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DTR-1521

DDP/568.3995

2 August 1968

MEMORANDUM FOR: Deputy Director for Support

SUBJECT : DDP's Proposal to Augment Selection  
Standards for CTs

25X1 1. Transmitted herewith is a copy of the DDP's memorandum for the Deputy Director for Support (Attachment 1). This memorandum was sent through me for my concurrence. On 1 August, [ ] who I think was the actual author of the DDP memorandum, pressed me to provide an answer prior to the DDP's departure for annual leave beginning 3 August. I have sent over [ ] the first seven paragraphs only of Chief/CTP's comments addressed to me, subject: DDP's Proposal to Augment Selection Standards for CTs (Attachment 2). On the transmittal slip [ ] I stated: "Transmitted herewith are comments on the DDP's proposal from C/CTP. I think there is enough validity in his comments to warrant joint discussion with appropriate DDP representatives before proceeding further."

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2. Paragraphs 8 - 11 merit special attention. I have formed no clear opinion as yet on the validity of Chief/CTP's comments in these paragraphs. Certainly, I had not had any previous impression that a number of marginal candidates had been accepted in the program to satisfy the pressures of larger quotas. Naturally, I will go into these problems more fully in the immediate future.

3. Any guidelines you may wish to provide us will be helpful.

[ ]

JOHN RICHARDSON  
Director of Training

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Atts

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DTR-1518

Art 2

2 August 1968

MEMORANDUM FOR: Director of Training

SUBJECT : DDP's "Proposal to Augment Selection  
Standards for CTs"

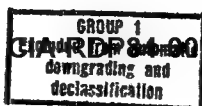
1. This memorandum is submitted in response to your request for comments on the Subject Proposal.

2. It is my considered opinion that this proposal, if implemented, would serve neither the best interests of the Agency nor of the Clandestine Services itself. If the CS is authorized to make independent selection of junior professionals for the Career Training Program, which would be the practical effect of this proposal, other Directorates may well follow suit, and justifiably so. Such fragmentation of the selection process would destroy the admittedly successful formula of this Program, i. e., the integration of careful selection, training, and constant evaluation over many months by professional intelligence officers to assure that a promising individual's talents are identified, developed, and then applied in the type of work to which he or she is best suited, taking into account the Agency's needs as a whole.

3. In our experience, pre-selection of candidates for assignment to a given Directorate, and even more so to a given job, is much less likely to match the man to the job for which he is best suited than is the system which this Program painstakingly has evolved in cooperation with the Directorates. This view is fully shared by the three CS officers who are assigned to the Career Training Staff.

4. Implicit in this proposal is a certain dissatisfaction with the CTP selection process. Yet, for seventeen years, this Program's selection and training techniques have provided the CS with

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a generation of junior officers who, in overwhelming percentage, have been judged by their superiors to be highly successful. As noted above, there are three CS officers assigned to this Staff; also assigned to the Staff are three OTR officers who have experience in clandestine field operations. Given articulate guidance by the CS, the CT Staff does an effective job of selecting candidates for the CS as well as for the other Directorates. This Staff has been as discriminating in its selections as CS quotas for CTs have allowed it to be and at this time of reduced quotas is applying criteria which are at least equal to those suggested in DDP's memorandum.

5. This proposal is not without precedent. Seeking more direct CS participation in the CT selection process, the DDP in 1965 directed his division and staff chiefs, their deputies, and other senior officers to take turns in participating daily in CTP interviews at 1000 Glebe. After an experiment which lasted several months, each CS officer left with the conviction that the CTP selection criteria and their application were highly professional in accomplishing CS purposes. Once satisfied, CS enthusiasm for the procedure waned, senior officers became less and less available, and the experiment lapsed.

6. You will recall that last year, after considerable soul-searching and experimentation, the CS CT Selection Board, through its Chairman, concluded that the best time for evaluating a CT candidate for a career in the CS is upon completion of his operational training when a more valid judgment of the candidate's suitability can be made. A very serious risk in the present DDP proposal is that a premature, one-time snap judgment may deny employment to a significant number of applicants who, in the experience of this Staff, reveal within the training cycle a wealth of hitherto latent talent. On the opposite side of the coin, an applicant selected solely by the CS, if subsequently washed out in his quest for an operational career, may not have residual talents for assignment elsewhere in the Agency. One of the more useful tools of the CT Staff is to measure a candidate's possible versatility in terms of the Agency's needs as a whole. This resource would be absent in any CS unilateral selection procedure.

7. There is also a weakness in the proposal arising from a misconception as to the usefulness of the results of Part 1 of the professional test battery in making selection of candidates. As presently projected,

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the results of Part I (field testing) will not be directly relevant in helping to evaluate an applicant's personality, attitudes, political interests, and cultural knowledge -- all of which were cited recently by senior CS officers as among the vital elements a CS "headhunter" should possess. CTP already has objected strongly to the proposed testing plan, as you know, on the grounds that the results of Part II, to be taken at Headquarters, will become available some three weeks following the interviews in which they could have proved most meaningful.

8. One point must be conceded. Beginning in FY 1965, as a result of strong pressures from a number of sources, OTR and CTP were prevailed upon to expand the size of the Program. The CS quota was established at 90 CTs annually, and for FY 1968 was raised to 140 annually to implement the special China Program. Assurances were offered all around that this step could be accomplished without an appreciable drop in the caliber of CTs or their training. But the fact of the matter is that from 1965 until the recent cutback in the Program, CTP had to accept a number of marginal candidates in order to satisfy the pressures of larger quotas. Three years' experience with this approach has shown it to be unrealistic and specious. Even before the impact of the BALPA Exercise became apparent, there were indications from all the Directorates that while large CT inputs could be accommodated in terms of budget and ceiling, they could not always be accommodated as in the past, in terms of satisfying jobs or effective on-the-desk development. We are increasingly conscious of the current budgetary limitations on hiring new personnel and have taken steps to accept only the most qualified. My concern now is that we maintain high selection standards if pressures for increased quotas begin anew.

9. Whether or not one infers from DDP's proposal a certain dissatisfaction with the caliber of some of the recently-assigned CTs, the fact remains that CTP cannot operate anything more than a pedestrian personnel and training program when huge numbers are involved. Diminishing returns inevitably set in at some point, in terms of caliber of the candidates accepted. I believe this Program ought to be established on a rational, stable base whose numbers and selection standards do not ebb and flow in relation to the size of the budgetary pie. I believe that the Agency ought to make a clear determination that this Program's

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purpose should be to select highly-qualified junior professionals who, while certainly not an elite corps, should have open to them job opportunities commensurate with their ability levels. Such has not always been the case in the last three years and it has not always been the "marginal" CT who has been assigned to the job without challenge.

10. There is not a simplistic answer to this problem for many factors are involved, a fair number of which are prerogatives of components other than OTR. But in our opinion the point of diminishing returns has been reached when we endeavor to recruit more than approximately 75 CTs annually for the CS, 40 for the Directorate of Intelligence, and 20 for the Support Services. The idea that this should be a selective Program has been eclipsed to a considerable extent because of what seems to be a relatively greater emphasis on budgetary and ceiling projections. Budgetary and other current considerations in the CS obviously are such that for the foreseeable future we will be operating at an even lower level on behalf of that component. Assuming, however, that we are to maintain high selection and training standards, I would hope that any future pressures for operating levels higher than those indicated above could be resisted successfully. Even now CTP is convinced that the present quotas for DD/I and DD/S, 55 and 30 respectively, are unrealistically high and ought to be reduced.

11. The two dangers specified in this memorandum -- fragmentation of selection and oversized level of operation -- could very easily undermine the expertise and resources developed by this Program over a long period of time and to considerable degree eradicate what even the Bureau of the Budget regards as one of the most effective programs in this Agency.



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Chief, Career Training Program

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28 Jan 165

MEMORANDUM FOR: Executive Director-Comptroller

SUBJECT : JOT Input for the Clandestine Services,  
FY 1966 and 1967REFERENCE : A. Memo For Executive Director-Comptroller,  
DDS 64-6342, dated 22 December 1964, signed  
L. K. White  
B. Memo For DDCI, dated 11 September 1964, signed  
ADDP, Subject: Personnel Ceilings for the CS

1. This memorandum establishes JOT requirements for the Clandestine Services for FY 1966 and FY 1967.

2. The JOT requirements for the Clandestine Services have been re-evaluated in terms of current ceiling and manpower levels and those projected for FY 1966 and 1967. In so doing, we have taken cognizance of the fact that the principal reductions in the CS strength achieved to date have been in Clerical, Military, and Non-CS Career Service Personnel, and that our CSCS Officer strength has remained in balance largely by reason of the fact that attrition of older officers has been matched by JOT input. The CS is now at ceiling strength and has been asked to take an additional reduction of 69 spaces during FY 1966, a portion of which will be in CS "Officer" category positions. We plan to continue to replace officer attrition in technical and specialized positions in TSD, PI/ and other CS components, recruit a few RI Analysts each month, provide for a limited input of qualified officers from other Career Services, and generally maintain our clerical strength. Our professional input, however, will continue to come largely from the JOT Program. The analysis of the size of the JOT input for FY 1966 is detailed in Tab A.

3. To make the best possible utilization of future JOT's we submit in Tab B our specific requirements for FY 1966 for external JOT's in terms of organizational, language, area and occupational specializations. These requirements have been developed on the basis of a survey of specific future needs of the CS. If they are met, we will be able to achieve economies in personnel utilization by eliminating the need to expend time in specialized training of graduate JOT's before they can be fully productive. We propose:

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GROUP 1  
Excluded from automatic  
downgrading and  
declassification

SUBJECT: JOT Input for the Clandestine Services,  
FY 1966 and FY 1967

a. Accepting during FY 1966 60 external JOT's meeting requirements specified.

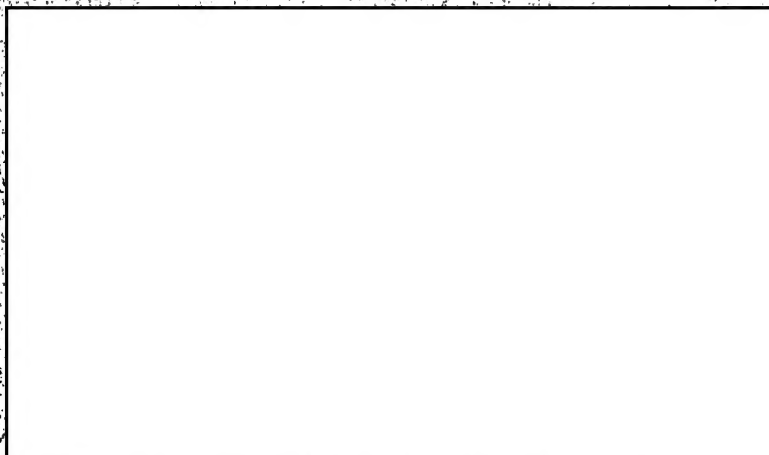
b. Accepting, in addition, not more than 30 internal JOT's (to include conversion of contract employees) who meet current standards for the JOT Program, and who successfully complete the prescribed training for CS assignment.

4. Our plans for FY 1967 input will depend upon future authorized manpower levels and the effects of the CIA Retirement and Disability System, when and if it is implemented. We shall, however, provide the Office of Personnel and the JOEP with specific requirements for the 60 or more external JOT's prior to initiation of recruitment for the FY 1967 classes concerned. By supplementing external recruitment by the JOT training of internal junior officers, we believe we will be able to achieve the desired objectives of maintaining a continuing flow into the Clandestine Services of qualified junior officers within our personnel ceilings and without unduly restricting recruitment of other essential personnel. This constitutes an amendment to our manpower plan, Reference B.

Richard Helms  
Deputy Director for Plans

Attachments:

- Tab A. Estimate of JOT Input
- Tab B. Specific JOT Requirements



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Next 4 Page(s) In Document Exempt

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15 FEB 1965

MEMORANDUM FOR: Deputy Director for Plans

SUBJECT : JOT Input for the Clandestine Services,  
FY 1966 and 1967

REFERENCE : Memorandum for Executive Director-  
Comptroller, 28 Jan 65, from DD/P,  
same subject

1. I approve the establishment, as proposed in the reference, of a continuing requirement for 90 JOT's per year for the Clandestine Services in Fiscal Years 1966 and 1967. The JOT Program will plan its operations accordingly and will make all reasonable efforts to meet the general qualification requirements you have outlined. We should bear in mind, however, that the specialized qualifications set forth are not always available among applicants for the Program, nor can they be developed fully by formal training. To insist upon them in every instance would preclude the selection of many highly qualified generalists who, as experience has shown, can contribute outstandingly to the work of the Agency. I believe our effort should continue to be to select the best candidates available and we should maintain flexibility in their deployment to meet operating requirements.

2. If there are 30 internal candidates per year who meet the qualitative standards of the Program, they will be included in your planned input of 90. If fewer than 30 qualified internal candidates are available, the difference will be made up of externally recruited JOT's.

3. The JOT Program will continue to apply the same qualitative standards in the selection of both external and internal candidates.

[Redacted Signature Box]

Lyman B. Kirkpatrick  
Executive Director-Comptroller

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cc: Deputy Director for Support

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